

REP-OT/23/02/0846

# Oranga Tamariki Action Plan Implementation: Six monthly report back

July-December 2022

Summary Report



# Implementation Plan Report – Actions due in 2022

## Committed to delivery in 2022

### Short Term Practical Actions

**Actions 1 & 2, Activities 1.1 to 2.20.** See Appendix 2 Detailed Report p. 3-11.

Under the implementation plan, Agencies committed to delivering **21 activities** under **two short term practical actions** by December 2022 unless stated otherwise.

19 of those have been delivered or are on track to be delivered in early 2023. Two activities, both under Education, are experiencing delays.

### Building An Evidence Based Picture Of Need

**Action 3, 4 & 5, Activities 3.1 to 5.1.** See Appendix 2 Detailed Report p. 11-13.

Agencies committed to conducting 8 in-depth needs assessments. **Four in 2022** and **further four in 2023**. Assessment delivered so far:

- Housing (Transitions)
- Housing (In Care)
- Health (Mental Health)
- Education (In Care)

The **prototype Evidence and Indicators Dashboard** was approved by Child and Youth Wellbeing Strategy Ministers in November 2022. The Dashboard is appended to this report. **See Appendix 1.**

At Ministry of Education is on track to deliver its report as a response to the in-depth needs assessment recommendations in March 2023. However, staffing shortages continue to be a limiting factor which may contribute to delays under this several Education actions and activities.

### Overall delivery of actions due by December 2022



**14 activities due by December 2022** have been fully completed.



**9 activities** have been predominantly completed with some deliverables scheduled for completion in early 2023.



**1 activity** has minor delays.



**1 activity** is significantly delayed.

The implementation plan was published in July 2022. Although the implementation is gaining momentum, it is still in its infancy. Agencies have been working to establish good cooperation, robust communication channels and collective responsibility, buy in and commitment.

Most of the implementation plan commitments, including actions committed before December 2022, have been completed. However, ongoing staff shortages across Education actions contributed to delivery delays. The following activities are affected:

- 2.5 Develop an Engagement in Learning Strategy which addresses the barriers children and young people, including children and young people in care, face to participating and progressing in their learning (Education). **Refer to Appendix 2 – Detailed Report, p.6.**
- 2.6 Support iwi and Māori social service providers to facilitate and broker educationally powerful relationships between priority learners (including those in care) and their whānau, and education services (Education). **Refer to Appendix 2 – Detailed Report, p.6.**

## Quick reference tables

### Short term practical actions

Action	Description	Lead
<b>1. CE's expectations</b>	Children's agency chief executives will clarify expectations to frontline decision-makers/ operational staff of the requirement to meet the needs of the children, young people and whānau who are engaged with Oranga Tamariki or are likely to come to the attention of Oranga Tamariki. Longer-term, there will be a corresponding responsibility for agencies to report back on how they are fulfilling these responsibilities and what's changed.	Children's agency chief executives
<b>2. Practical, high-impact action identification</b>	Each agency will identify practical high impact actions they can lead, and implement with other agencies as appropriate, to meet the needs of priority populations.	Children's agencies and other relevant agencies as identified

Activity / Status	Description	Lead(s)
<b>1.1 Green – ongoing</b>	Oranga Tamariki has an additional legislated responsibility for oversight of the Action Plan. Oranga Tamariki will advocate for those children and their families to other agencies to ensure those children's needs are met.	Oranga Tamariki
<b>2.1 Green – complete</b>	Develop locally tailored resources to support social workers and carers supporting children and young people to arrange access to health and oral care services, fulfil health entitlements, and enroll with health care providers	Ministry of Health
<b>2.2 Green – ongoing</b>	Specifically incorporate populations of interest to Oranga Tamariki within key health system accountability documents, such as the interim New Zealand Health Plan	Ministry of Health
<b>2.3 Green – complete</b>	Establish a cross-agency data and insights group between the Ministry of Health and Oranga Tamariki to inform immediate and ongoing priorities and actions	Ministry of Health
<b>2.4 Green – ongoing</b>	Develop and consult on options to support the transition of a child or young person in care from an acute mental health ward to community-based care by the end of 2022	Ministry of Health
<b>2.5 Amber – minor delays</b>	Develop an Engagement in Learning Strategy which addresses the barriers children and young people, including children and young people in care, face to participating and progressing in their learning	Ministry of Education
<b>2.6 Red – significant delays</b>	Support iwi and Māori social service providers to facilitate and broker educationally powerful relationships between priority learners (including those in care) and their whānau, and education services.	Ministry of Education
<b>2.7 Green – ongoing</b>	Work with Regional Public Service Commissioners on how they can help drive support for and engagement in the Action Plan and actions through regional leadership (agencies, iwi, local government and partners) to enable locally-led solutions.	Ministry of Social Development

Activity / Status	Description	Lead(s)
<b>2.8 Green – complete</b>	Review implementation of the initial 54 rangatahi youth focused transitional housing places to identify any improvements that can be applied when extending the service.	Ministry of Housing and Urban Development
<b>2.9 Green – ongoing</b>	Design a new supported accommodation service for rangatahi with higher and more complex needs that provides immediate access to safe, warm, and stable longer-term accommodation, along with age-appropriate intensive supports.	Ministry of Housing and Urban Development
<b>2.10 Green – ongoing</b>	Review supported housing under the Aotearoa New Zealand Homelessness Action Plan looking across different supported housing typologies including those that support Oranga Tamariki populations of interest. Housing Ministers will receive further advice in July 2022 on the next steps for this work.	Ministry of Housing and Urban Development
<b>2.11 Green – complete</b>	Initiate a review of the Gateway assessment process. Officials will gather information on Gateway and report to the Ministers of Health, Education and Children on the scope and approach for a review..	Oranga Tamariki
<b>2.12 Green – ongoing</b>	Develop court familiarisation resources for witnesses in sexual violence trials, including resources specifically designed for tamariki and rangatahi, to help prepare to give evidence in a sexual violence trial.	Ministry of Justice
<b>2.13 Green – complete</b>	Implement and evaluate new Kaiārahi roles in the Family Court to support parents to access services and community-based support.	Ministry of Justice
<b>2.14 Green – complete</b>	Expand the Young Adult List into Gisborne and Hamilton District Courts, with the aim of supporting young adults aged 18 to 25 to more easily understand and engage with the court process, and to enable the Court to have a better understanding of any barriers to full participation.	Ministry of Justice
<b>2.15 Green – complete</b>	Identify options to increase access to family violence safety programmes for children.	Ministry of Justice
<b>2.16 Green – complete</b>	Enhance local relationships between the women’s prisons and their local Oranga Tamariki sites to support better outcomes for mothers and babies in the Corrections’ Mothers and Babies Units and Feedings and Bonding Spaces.	Corrections
<b>2.17 Green – complete</b>	Implement a temporary process to use section 175 of the Criminal Procedure Act 2011 for placements of 18-year-olds remanded in custody where this provision applies by August 2022.	Corrections
<b>2.18 Green – complete</b>	Complete staff training for APYA (assessment placement of young adults) across prison sites to improve whānau-centred approaches for young people in Corrections custody.	Corrections
<b>2.19 Green – complete</b>	Partner, design and deliver an enhanced pilot of Te Pae Oranga Rangatahi (a culturally responsive improved Alternative Action response to offending). Police will work in partnership with iwi Māori providers.	Police
<b>2.20 Green – complete</b>	Identify issues and potential solutions with information sharing within Police systems to ensure rangatahi presenting with risky behaviors are connected to the right wellbeing supports, before behavior develops into potential offending.	Police

## Building an evidence-based picture of need

Action	Description	Lead
3. In-depth assessment of need	Specific needs will be identified through Oranga Tamariki undertaking in depth assessments of need in housing, education and health with recommendations on how to prioritise access to services for the priority populations	Oranga Tamariki
4. Evidence Dashboard	An evidence and indicator dashboard will be developed for regular, evidence-based discussions at meetings of the Social Wellbeing Board and Child and Youth Wellbeing Strategy Ministerial Group. The dashboards will include insights and data on the needs and experiences of the population of interest, such as the number of children and young people referred for further health assessments or assessed as having specific education needs.	Oranga Tamariki
5. Regional wellbeing data and need pictures	Evidence and data will be provided to regional leaders to inform community-led planning and the development of community solutions	Oranga Tamariki Social Wellbeing Agency

Activity / Status	Description	Lead(s)
<b>3.1 Green – complete</b>	Oranga Tamariki will deliver four of a series of in-depth assessments of need for the priority populations in 2022, with the remaining assessments delivered in 2023. These will look at: - housing needs - health needs, including the mental health, primary care and specialist health needs - education needs and experiences	Oranga Tamariki
<b>3.2 Green – ongoing</b>	Agencies included in recommendations made in the in-depth assessments of need report back to the Social Wellbeing Board within three months on how and when they will respond to the recommendations	Agencies as relevant
<b>4.1 Green – complete</b>	The Dashboard prototype presented to Ministers and a dashboard cycle established by December 2022	Oranga Tamariki
<b>5.1 Green – ongoing</b>	Explore regional and community data needs in the communities being focused on under Oranga Tamariki's Enabling Communities initiative	Oranga Tamariki Social Wellbeing Agency

# Implementation Plan Report – Result areas

## Early signs of impact on the lives of tamariki, rangatahi, children and young people

In the Implementation Plan, we identified four significant and measurable result areas as a priority for 2022 and 2023: positive housing conditions, good health including mental wellbeing, access to good education, and support to grow, connect and be independent. These were selected as key determinants of wellbeing.

### Good health including wellbeing

- Children and young people are happy and healthy

#### Ministry of Health:

A work Programme is being established to ensure cross-agency representatives and stakeholders are involved in health needs assessments for children and young people in care and youth justice from the outset. While we are still early in the process for this action, we expect that it will be progressed alongside:

- Planned work being progressed by Te Whatu Ora to improve the delivery of health services in oranga tamariki residences
- The action to review gateway assessments, as assessment will be a key part of the integrated service model.

Te Aka Whai Ora continue to be engaged in this mahi, with an emphasis on elevating Mātauranga Māori and Te Ao Māori solutions in response to improving tamariki and rangatahi ora, with needs met through both assessment and planned care.

### Positive housing conditions

- Children and young people have what they need

#### Ministry of Housing and Urban Development:

As well as work underway to design a new supported housing service for youth and rangatahi, the Ministry of Housing and Urban Development undertook an internal lessons learned exercise focusing on the process for initial youth-focused transitional housing placements undertaken in August/September 2022.

Many approved rangatahi Māori youth transitional housing providers are not yet operational, so the review recommended a further evaluation.

Initial advice on options for scope of the supported housing review will be provided to Ministers in February 2023.

### Access to good education

- Children and young people are learning and developing

#### Ministry of Education:

Further resourcing has been secured to keep work on the education significant result area progressing.

MoE and Oranga Tamariki have held a design sprint to design and develop shared processes to ensure education planning begins for young people in a care and protection residence no later than 30 days before their planned exit out of that residence.

This timeframe provides enough time for agencies to work together, including with the young person, to determine what supports are required and implement them ahead of the young person exiting the residence.

Request for support / consent forms are in development. MoE have developed a draft business system to record measures. Reporting will be developed in early 2023.

A framework for information sharing will be drafted in early 2023.

### Support to grow, connect, and be independent

- Children and young people have what they need
- Children and young people are accepted, respected, and connected

#### Ministry of Social Development:

MSD is working with other agencies to help support young people more generally in their transition to independence through work programmes such as He Poutama Rangatahi, Mana in Mahi and apprenticeship Boost Initiative, which help young people into employment, education, and training.

Young people, and particularly young Māori and Pacific peoples, continue to be a priority group for MSD's employment services.

There are challenges with identifying the cohort of young people ageing out of care for employment support at a national level. This is being worked on as a priority.

# Implementation Plan Report – Early impacts

## Building culture of connection

### Bringing diverse voices together

- The work to scope the review of Gateway Assessments has supported a culture of connection across the relevant agencies and sectors, bringing together a range of voices from frontline workers from the education and Health sector, whānau engagement experts, and operations and policy teams from relevant agencies. The three workshops included people from Oranga Tamariki, Manatū Hauora, Te Whatu Ora and Te Aka Whai Ora, Ministry of Education and the Paediatric Society, and were facilitated by Thinkplace. The workshops have supported new and strengthened connections and understanding between agencies and enabled the development of a desired mana enhancing future state process.

### Stronger connections

- Work to develop the integrated service model, led by MoH, is also supporting and enabling new conversations across health agencies and Oranga Tamariki to occur and will provide an opportunity to develop stronger connections between the agencies.
- HUD continues to work closely with Oranga Tamariki to address the housing needs of the children, young people and whānau they support. This has included:
  - Close collaboration on the Oranga Tamariki Action Plan in-depth housing needs assessments.
  - HUD and Oranga Tamariki (along with MSD, Ministry of Health and Corrections) working together to identify joined-up actions to ensuring the needs of children, young people and whānau supported by Oranga Tamariki are met through the Emergency Housing system review.
- The first **Children's Sector Data Evidence and Insights meeting** was held at Oranga Tamariki in December. This hui, first of many, was a first step towards developing a shared understanding of what we need to succeed and developing shared drive for innovation and integration, moving from transactional and siloed services to a joined up, needs-based, outcomes-focused children's system.

### Establishing joint ownership

- Ministers have agreed on formal accountability and reporting mechanisms for the plans, with this first six-monthly implementation report due to Child and Youth Wellbeing Ministers in March. This encourages shared and individual ownership of actions contributing to the plan's result areas supporting the Child and Youth Wellbeing Strategy outcomes.
- MoE and Oranga Tamariki have held a design sprint to design and develop shared processes to ensure education planning begins for young people in a care and protection residence no later than 30 days before their planned exit out of that residence.

## Early signs of systemic change

- We are seeing evidence of priority populations being prioritised further across the health agencies and the Oranga Tamariki population being further prioritised in response to the Action Plan. This has also been a catalyst to support **closer working between health agencies**, as well as enhanced collaboration between other Oranga Tamariki Action Plan agencies. This is particularly timely as the health sector works to establish new ways of working following the recent reforms.
- The Homelessness Action Plan is a **system changing intervention**, and the recently announced Emergency Housing review and shortly to be confirmed Supported Housing Review will also both take into account the needs of youth as a priority cohort. As at August 2022, Ninety-nine places were delivered for young people leaving Oranga Tamariki care.
- Police and Oranga Tamariki have developed a new **integrated response pathway** to respond and support children involved in serious and persistent offending. The 'Fast Track Pathway' went live on 16 December 2022, and is being trialled in Counties Manakau and Waitakere. This clarified expectations to operational kaimahi that Police and Oranga Tamariki need to work collaboratively to take immediate action to address the needs of a child who has offended, and their whānau. As at 16 January 2023, 30 children have gone through the model. Mentoring, housing, health and education are some of the wellbeing issues that have been identified that need to be addressed within responses. Police and Oranga Tamariki are reviewing to assess if there may be further roll out opportunities.
- **The Evidence and Indicators Dashboard**, appended to this report, will become a mechanism for demonstrating progress towards achieving the Action Plan outcomes. It is expected to enable us as Ministers to gauge whether the collective impact of actions is delivering the strategic effect we are looking to see across the children's system.

## Implementation Plan Report – Risks



### Does the risk or issue threaten the success of one of the 11 overarching actions?

There is a risk that work to progress some Oranga Tamariki Action Plan actions will need to be **delayed or deferred** due to a combination of:

- limited resources to progress actions (notably policy and operational workforce capacity, as well as pressure on frontline workers whose time is needed to inform these processes).
- a large amount of priority work needing to be progressed at the same time, including a significant amount of work related to children and young people sitting outside of the Oranga Tamariki Action Plan.
- demand and disruptions caused by wider changes as part of system transformation.

Mitigating this risk will involve looking for opportunities to consolidate projects to address a number of priorities.

There is a moderate risk that constrained timeframes for progressing actions will result in compromises that reduce their effectiveness and limit improvements in outcomes for priority populations. These compromises may include:

- narrowing the scope of actions (e.g., by focusing on smaller groups or smaller-scale interventions).
- a greater focus on the children, young people and whānau already involved with Oranga Tamariki, rather than opportunities for prevention which are often more time intensive.
- limiting engagement with and input from key groups.



### Does the likely impact of the risk or issue require more than a minor amendment to the Implementation Plan?

None identified.



### Does the risk or issue particularly impact on the outcomes for one of the three priority cohorts? \*

Although low, there is a risk that ongoing resource constraints, particularly across Education actions, will contribute to significant delays. This risk is actively managed by ongoing recruitment.

*\* Tamariki and rangatahi Māori; Pacific children and young people; and children and young people living with disability.*

# Implementation Plan Report – The next 6 months of implementation

## Health

- The Whatu Ora will implement and circulate locally tailored healthcare access information resources within regions in 2023.
- The Ministry will continue to embed the populations of interest to Oranga Tamariki within accountability or strategic documents such as the health strategies mandated by the Pae Ora Act, and within key work programmes underway.
- Consultation on options to support the transition of a child or young person in care from an acute mental health ward to community-based care will occur in early 2023, with implementation by the end of 2023.
- Five in-depth assessments are planned for 2023. The first two will assess: education needs for those transitioning to independence and primary healthcare needs for the Action Plan cohort.

## Housing

- Work on extension of the youth-focused transitional housing is underway and will carry on in 2023.
- HUD will move onto implementation, including procurement, of the new supported accommodation service for youth with higher and more complex needs from early- mid 2023.

## Education

- MoE will develop a sub-action plan to support delivery of the Engagement in Learning Strategy under the overall Attendance and Engagement Strategy released in 2022.
- The progress on action 2.6: Support iwi and Māori providers to facilitate educationally powerful relationships between priority learners and education services has been delayed because of staffing shortages. Work will continue in early to mid-2023 to confirm resources, deliverables and develop and implement the plan.
- In-depth assessment to assess education needs for those youth transitioning to independence will be delivered in the first half of 2023.

- SWA will scope the work taking an Action Plan population lens to recent analysis on high needs for MoE. This will inform the next two Education In-depth Assessments (Early Support and Transitions cohorts) taking place in the first half of 2023.
- National and Regional Service Guidance for residences will be implemented by June 2023.
- The joint work Programme by MoE and Oranga Tamariki to respond to the Education Review Office (ERO) Evaluation of learning in residential care is experiencing delays due to resourcing, however, outstanding actions are scheduled to be completed by March/April 2023.

## Justice

- Discovery and Design phases on the two-year project to deliver familiarisation resources for witnesses in sexual violence trials will commence by June 2023.
- Following roll outs in Gisborne and Hamilton, the Ministry of Justice is exploring introducing a Young Adult List into Kaitaia, Napier and Hastings District Courts in 2023 to support young adults to better understand and engage with court process.
- Corrections will review and implement 2022's temporary process for placements of 18-year-olds remanded in custody.
- Staff training for assessment placement of young adults will be rolled out to remaining three prison sites by Corrections in early 2023.
- Police will partner with providers to test and learn to inform the future model of Te Pae Oranga Rangatahi. Selection of additional sites commences in February 2023, with implementation of two further sites by end of June 2023.

## Other

- **MSD** will develop a structured engagement for plan for working with regional leadership to drive engagement and support for the Action Plan implementation.
- Ministerial decision on the scope of Gateway review will be finalised by mid-2023.
- **Te Puna Aonui**: Draft investment plan to be tested with the family violence and sexual violence sector through the Te Aorerekura annual hui (14-15 June).
- **Oranga Tamariki** will continue to assist communities to:
  - Understand and be fully informed about the scope of the opportunity
  - Identify their own aspirations, outcomes and priorities
  - Design their own approach, plan, model or roadmap
  - Operationalize and implementation

**DPMC** will support work on a localised whānau-centred system learning approach to the first 1000 days'.

